

**LEADERSHIP MACOMB  
LEGACY REPORT  
EXECUTIVE SUMMARY**

May 15, 2003

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## INTRODUCTION

The Leadership Macomb Legacy Report is a project of the Leadership Macomb. The purpose of the project is to identify the strengths and weaknesses of the Macomb community and to suggest courses of action for community improvement. The report centers around the following areas:

- Arts, Culture and Media
- Cultural Diversity
- Economy
- Education
- Environment
- Government
- Health and Human Services
- Justice System

The full report is a summary of thoughts and ideas of the two separate leadership classes (Leadership V and VI) and does not reflect the views of any individual nor the views of Leadership Macomb or its Board of Directors, volunteers, partners or contributors. The full report of which this is a summary contains specific assets issues, visions and action plans developed and revised by the leadership classes.

## SUMMARY

**Arts, Culture and Media.** Specific arts and culture assets were identified as being located in the Macomb community, specifically including the Macomb Performing Arts Center, community symphonies and municipal art and music performances. Proximity to major arts and cultural venues was considered an asset, particularly with reference to the Detroit Institute of Arts, Cranbrook Institute, Detroit Symphony, The Henry Ford and the Detroit Zoo. The report focused on the lack of awareness of arts and cultural assets and recommended, among other things, the coordination amongst cultural groups of calendars, mailings and volunteers. The report specifically suggests the need for the Macomb community to receive its share on a statewide basis of arts and cultural funds. The creation of a Macomb County Arts Council was deemed a positive step in the arts and cultural life of the County.

Local news coverage in local newspapers and the major metropolitan newspaper were deemed assets from a media standpoint. The lack of coverage for local cultural issues and cultural events was deemed a problem which might be solved by coordination amongst the municipal public access channels developing to countywide presentation of events through local public access channels.



**Cultural Diversity.** The recognition of current cultural diversity and the growing trend of further diversity was considered an asset as was the effective way in which the local educational institutions were dealing with such diversity. Unfortunately, the image of the county and of many of its governmental units is that cultural and racial diversity are to be resisted. The need was identified for positive steps to identify diversity issues and seek resolution of them on a countywide basis.

**Economy.** A highly skilled work force located in the Macomb County area and generally lower cost of doing business were considered to be countywide assets from an economic standpoint, as was the proximity of Macomb County to the Canadian border. The lack of a visible coordinated effort to attract business to the County and the inability to meet infrastructure needs for public transportation, roads, water and sewers and telecommunications were seen as drawbacks to the economic development of the county.

Infrastructure initiatives for public transportation, roads, water, sewer and telecommunications were deemed as needed to promote the economic growth of the County. In addition, the establishment of a countywide business round table to explore additional issues relating to business development was considered desirable as was the need for a plan to balance the industrial growth in northern Macomb County and declining industrial base in southern Macomb County.

**Education.** The community support of the public education system in Macomb County was deemed to be an outstanding countywide asset providing quality education through the public schools. Macomb Community College was deemed a strong asset in the overall education system in Macomb County. Developing achievement programs, eliminating differences between school districts and maintaining pace with rapid growth of communities were deemed to be challenges for the educational community in the county. Increased cooperation between districts and better communication to county residents were considered necessary for the continued reorganization of the education system.

**Environment.** Considered environmental assets of the county were its location in the Clinton River water shed and proximity to Lake St. Clair as well as the agricultural base of the community and the well developed Huron-Clinton-Metropolitan Authority Parks System. Serious concerns were expressed concerning the water quality in both the Clinton River, its tributaries and Lake St. Clair. Most of these concerns are attributed to the lack of a coordinated county plan for dealing with environmental issues. The establishment of a coordinated plan to deal with environmental issues at the county level was deemed a priority.

**Government.** A new category added by Leadership Macomb VI consisted of analysis of some of the assets of governmental operations in the county. The growing tax base and the reuse of existing structures such as Selfridge Air National Guard Base and the Tank Automotive & Armaments Command in Warren were considered to be positive signs of the operation of the governmental system in the county. Concern over the

lack of a county master plan for land use, and infrastructure development led to what was considered an urgent need for the creation of countywide collaborative problem solving.

**Health and Human Services.** The variety of health care programs and health care providers in Macomb County, particularly in southern Macomb County, coupled with specialty organizations such as Turning Point, Care House and McCrest, were considered important aspects of health and human services. Concerns about the availability of emergency room facilities north of Hall Road and the continued growth of population into northern Macomb County highlighted the need for the promotion of facilities to provide health care services in these areas. The development of specific plans and programs made on a public or private basis to serve the under serviced, specifically identifiable populations was considered necessary to promote the health of the residence of the county by adequate access to health care services.

**Justice System.** Innovative programs for victims, offenders and the community initiated by the judges of the district and circuit court benches were thought to be an important aspect of the operation of the justice system in Macomb County. The willingness of law enforcement agencies to cooperate with one another and the development of alternate dispute resolution mechanisms were positive steps in making the system available. The overcrowding of the system, in particular, the lack of space in the county jail, were considered to be impediments to the effective and efficient operation of the justice system in the county.

### **CONCLUSION**

A single theme that appeared in all of the areas was the need for more cooperation among governmental units within the Macomb County community along with the involvement of the business community under the leadership of Macomb County government. Support should be given for the development of County wide organizations of a business, cultural and community nature.



# **Leadership Macomb VIII Legacy Report**

**May 19, 2005**

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**May 19, 2005**

## **Foreword**

The Legacy Report *is* a living report; it was drafted thru the efforts of the members of the Leadership Macomb Class V (2001-2002), Class VI (2002-2003), Class VII (2003-2004), and has current inputs and updates from Class VIII (2004-2005).

## **Introduction**

The Leadership Macomb Legacy Project is a report to the Macomb County community undertaken by Leadership Macomb. The purpose of the project is to identify, educate, and consequently help to implement recommendations contained herein to create a more informed and diversified community.

The Macomb County community has, at its foundation, all the fundamentals necessary to provide the services required for a great and complex community. Macomb County offers a variety of resources, technological and manufacturing capabilities, provides a complete array of health and human services, arts and media, education, and a cultural awareness befitting a major community in the State of Michigan.

It is the intention of this project to more effectively utilize these resources by knitting them together to form the fabric that holds our complete community together.

It is hoped that by identifying the resources of the County in this report a clearer picture of the community will develop and the resources will thereby be more effectively used.



# **The Leadership Macomb Legacy Report**

The report follows a standard format based on assets, issues/problems, conceived vision, and suggested action plans per functional category as listed below:

Arts, Culture, and Media (name change by LM VI)  
The Economy  
Health and Human Services  
The Justice System  
The Environment  
Education  
Cultural Diversity .Our Neighbors (name change by LM VI)  
Government (new category added by LM VI)

Please note: Original inputs from LM V, LM VI, and LM VII are retained in the document with edited additions/deletions incorporated throughout by the LM VIII Class.

## **FUNCTIONAL CATEGORY REPORTS**

### **I. ARTS, CULTURE AND THE MEDIA**

#### **A. Countywide Assets**

##### **1. Media**

- a. The Macomb Daily
- b. Local Cable Stations
- c. CandG Local Papers
- d. Macomb coverage in regional newspapers and magazines (e.g., Detroit News, Free Press, Hour Magazine, The Advisor, The Source, Crain's, Monday Morning News (Tech Center news)
- e. Coverage by regional broadcast (TV/Radio) media
- f. Media Outlets easily accessible
- g. A concerned and interested press
- h. Internet increases the accessibility of media coverage.

##### **2. Arts and Culture**

- a. Downtown Mount Clemens is a culture-rich area
  - (1) "Music in the Park"
  - (2) The Art Center
  - (3) Crocker Museum
  - (4) Historic Rail Depot
  - (5) Downtown "Art in Public Places" Project
  - (6) Emerald Theatre
  - (7) Public Library
  - (8) Municipal attractions along river

- (9) Restaurants and entertainment venues
- b. Macomb Center for Performing Arts
  - (1) Main Auditorium
  - (2) Study space and small theatre (Black Box)
  - (3) Art Display area
- c. Throughout the County
  - (1) Freedom Hill
  - (2) Various high school theatre projects
  - (3) Various community arts agencies (e.g., Romeo)
  - (4) General Motors performing space
  - (5) Community symphonies (e.g. Macomb, Warren, St. Clair Shores)
  - (6) Selfridge Air Museum, Railroad Museum, Historic location
  - (7) Packard Proving Ground (historical site)
  - (8) Ethnic/Cultural or Themed Festivals
  - (9) Historical Societies
  - (10) Forthcoming Community Cultural Center at Macomb Community College
  - (11) Strong Volunteer Base
- d. Proximity to World-Class Venues
  - (1) Detroit Institute of Arts
  - (2) Cranbrook Institutes
  - (3) Detroit Symphony
  - (4) The Henry Ford Museum and Greenfield Village
  - (5) Detroit Zoo
  - (6) Michigan Opera Theatre
  - (7) The Max
  - (8) The Fox
  - (9) Charles H. Wright Museum
  - (10) Professional Sports Venues (Pistons, Lions, Tigers, Red Wings, Shock)
  - (11) Walter P. Chrysler Museum

## B. Countywide Issues/Problems

- 1. Media
  - a. Lack of media outlets that focus on local issues
  - b. Lack of in-depth coverage of important local issues among existing media outlets
  - c. Lack of coverage of local cultural issues and events
  - d. Lack of northern communities' coverage
  - e. Questions of "accountability" and "accuracy" of the media
  - f. Lack of County news
  - g. Lack of business training on communicating with the media



- h. Media defines who we are/what we think
- i. Lack of awareness/readership by youth
- j. Translation and lack of readership by immigrants

2. Arts

- a. Lack of awareness of assets. Need to make public aware of existing opportunities to experience art.
- b. Lack of adequate funding for art projects and programs
- c. Diminishing opportunities to experience school programs, the arts, field trips.
- d. Marketing - Municipal and cultural organizations do not do sufficient marketing. The population is not as well informed as it could be. Need more people and institutions recognizing the value of the arts.
- e. Lack of awareness of historical societies and purpose
- f. Lack of understanding of the arts and its importance

C. Future Vision

1. Media

- a. Countywide television station covering Macomb County only
- b. Media should accurately report the facts
- c. Greater readership/involvement by youth and immigrants

2. The Arts

- a. Arts and culture should be a lifelong experience within the community
- b. Adequate funding to support the arts
- c. Creation of a Macomb County Arts Council.
- d. Historical land markers to identify and illustrate our rich heritage
- e. Challenge ourselves and our schools to find ways to provide opportunities for youth to experience the arts within current funding

D. Action Plan

1. Media

- a. Encourage the development of content that has "local" focus
- b. Establish County public relations department and hold media accountable
- c. Offer more local coverage of arts, cultural, government, and entertainment opportunities for the public.
- d. Prepare more news in foreign languages
- e. More opportunities for English as a second language and/or teaching English in public schools and colleges
- f. Working with schools to increase readership and involvement with students

2. Arts

a. Awareness

- (1) Art as core curriculum
- (2) County-wide publication listing events/concerts/activities
- (3) Create Macomb County Arts Council
- (4) Coordinate by cultural groups: calendars, joint mailings, volunteers, and educate the public on available opportunities
- (5) Increase marketing and education by arts and cultural groups to create additional community awareness
- (6) Get community leaders and County government more involved in protecting and developing arts programs
- (7) Display art throughout the community and bring the arts to the people
- (8) Preservation of cultural heritage

b. Funding-Obtain Additional Funding

- (1) Arts millage
- (2) Corporate Sponsorship
- (3) Creative fundraising
- (4) Convince legislature of the need for funding
- (5) Solicit more volunteers to reduce associated costs

c. Opportunities

- (a) Partnering w/non-Macomb facilities
- (b) Create an "attraction" or "destination site" in the County
- (c) Create an art academy

E. Top Three Issues Arts and Culture

1. Need for funding of arts and culture
2. Need for increased awareness by the cultural/arts community
3. Diminishing opportunities to experience art (school programs, field trips, etc)

F. Media

1. Lack of local coverage by the media
2. Questions of accountability and accuracy of the media
3. Lack of readership/involvement by youth and immigrants



## II. THE ECONOMY

### A. Countywide Assets

1. "County Economic Plan"
2. Diversity of skills in workforce
3. Diversity of businesses and employment
4. Water as a unique natural resource
5. Lakefront development potential
6. Diversity of Macomb County residents in terms of skill sets, education and ethnicity
7. Lower cost of doing business compared to surrounding counties
8. Proximity to two border crossings with Canada
9. Strong primary educational institutions and strong post-secondary vocational and technical training programs
10. Automobile Industry/ Research and Development Multinational corporation presence and commitment to the County
11. University Center
12. A lot of community services and corporate support is available
13. High income senior citizens
14. Manufacturing Infrastructure
15. Automation Alley Alliance
16. Good Housing Market
17. Strong Health Care Systems Infrastructure
18. Strong Technology Infrastructure
19. Strong Bond Rating

### B. Countywide Issues/Problems

1. Ecology of water pollution problem
2. Perception of county
3. Lack of cohesive, countywide land use planning and growth management
4. No visible coordinated effort or plan to attract business
5. Structural change in the automotive industry
6. Balancing the explosive growth of land use in northern Macomb County versus declining industrial use of land in southern Macomb County
7. Inability of infrastructure to meet current demands in the areas of public transportation, roads, water, sewers, and telecommunications
8. Manufacturing base on the decline coupled with too much economic reliance on manufacturing
9. Promotion/Expansion of services for an aging population
10. Lack of high tech focus
11. Lack of County-wide Emergency Management Communication Program/System

### C. Future Vision

A well planned community that is promoted nationally for its quality of life, pristine waters and economic vibrancy.

### D. Action Plan

1. Changes in law to facilitate change in county government structure
2. Pattern future business development program around those already successful ("best practices")
3. Develop and Maintain a Strategic Plan for future water delivery, telecommunications, road development and funding, including transportation potential.
4. Increase return of State tax dollars to the County for its economic development initiatives
5. Maintain and Improve County based health care insurance program for low income employees
6. Establish a leadership group representing private and public interests to advise and prepare recommendations on Countywide issues. Need for private sector to take a leadership role.
7. Organize a Countywide conference on land use issues
8. Develop a plan to match the skilled workforce with businesses.
9. Development of major entertainment venues, possibly casinos in the County

### E. Top Three Issues

1. Manufacturing firms need to adapt to changing markets and conditions
2. Balancing the explosive growth of land use in northern Macomb County versus declining industrial use of land in southern Macomb County
3. Inability of infrastructure to meet current demands: public transportation, roads, water, sewers, emergency management and telecommunications

## III. HEALTH AND HUMAN SERVICES

### A. Countywide Assets

1. Health Care Providers
  - a. Community Education
  - b. Screenings
  - c. Parish Nurse
  - d. Alternative Therapies (change to Integrative)
  - e. Bio-terrorism Preparedness (Macomb County Health Dept.)
  - f. Availability and access to clinical programs and services
  - g. Family services, services for low-income families and social services
  - h. Proximity to quality healthcare



2. Free/Low Cost Programs
  - (1) Rx Resource Network
  - (2) County Drug Program
  - (3) Family Road (Parenting/Legal/MCC)
  - (4) Health Department
  - (5) Immunizations, Education, Services
  - (6) Specialty Organizations
    - (a) Turning Point
    - (b) Care House
    - (c) Parent Help Line
    - (d) SANE
    - (e) MCREST
    - (f) Suicide Prevention
    - (g) Teen prevention programs through juvenile/drug court
    - (h) Solid Ground
  - (7) Senior Programs
    - (a) Department of Senior Citizen ii. Adult Foster/Day Care
  - (8) MSU Extension
  - (9) Family Independence Agency (Resource Directory)
  - (10) Internet Resources
  - (11) Right Connection
  - (12) Creating a Healthier Macomb

B. Countywide Issues/Problems

1. Access/Availability to Care/Services
  - a. Transportation
  - b. Hospital/Emergency Room availability north of Hall Road
  - c. Uninsured/Underinsured
  - d. Adult Day Care/Foster Care
  - e. Mental Health - Alcohol abuse
  - f. Children Day Care/After School Programs
  - g. Alternative Services Parish Nurses, Holistic, Lifestyle
  - h. Summer child care programs
  - i. Homeless and mental health, shelter, health needs, resource needs
  - j. Population shift to north of Hall Road; immigration from Wayne County
  - k. Lack of transitional housing
  - l. Senior population seeking services
  - m. Lack of physical fitness programs
  - n. Quality of preventative healthcare
  - o. Transitional housing/services for 17-19 year old population
  - p. Macomb residents leaving the County for Healthcare

2. Funding
  - a. Medicaid/Medicare
  - b. Low Income Nursing Home
  - c. Respite Care
  - d. Mental Health
  - e. Medications for Low Income
  - f. Adult Day/Foster Care
  - g. Children Day Care/After School Programs
  - h. Reduction in benefit packages from employers
  - i. Failure of managed care
  - j. Cessation of General Assistance Program
  - k. No cost/low cost shelters
  - l. Lack of funding for housing support
  - m. Help for low/middle-income families
3. Awareness/Education of Programs (through all parameters of life)
  - a. In the community and the virtual community
  - b. Lifestyle (Self Care, Alternative, Obesity, Physical Activities, Nutrition, Alternative Obesity Physical Activities, Nutrition, STD, Diabetes)
  - c. Early education on health behaviors
  - d. Immunizations
  - e. Alternative Services Parish Holistic, Lifestyle
  - f. Lack of communication/knowledge/education: therefore disconnect of services for those in need
  - g. Early education on Health Care Careers
  - h. Lack of collaboration amongst providers
4. Shortage of Resources in Health Care
  - a. Registered Nurses
  - b. Radiology Techs
  - c. Medical Techs (CLT)
  - d. Pharmacists
  - e. Recruitment/Retention Issues of Physicians (Infectious Diseases-- Bioterrorism)
  - g. Certified Registered Nurse Anesthesiologist (CRNA)
5. Regulate that Health Insurance (to some degree) is Available to Everyone

C. Future Vision

Residents of all ages will actively participate in their well-being through health education and health services within the community.



**D. Action Plan**

1. Education
2. Innovative workplace
3. Policy changes
4. Prescription drug program
5. Funding (continuous and incentive funding; new money). Private funding to supplement State funding.
6. Homeless--Secure HUD funding for the homeless
7. Quality
  - a. Staff-Workers-Training
  - b. Volunteers
  - c. Litigation
  - d. Regulations Hospital and Nursing Homes
  - e. Work with business to adopt a service to engage volunteers
8. Engaging government (at all levels) to participate in solutions, including Healthcare Reform
9. Tiered insurance system
10. Collaboration amongst hospitals and systems of resources
11. Physical fitness and education programs in schools to improve preventative healthcare
12. Support centralized resource number (211) to be linked to areas/programs in county through United Way
13. Community-wide education on CPR and AED (automatic external defibrillator) use.

**E. Top Three Issues**

1. Funding
  - a. Prioritize health care needs
  - b. Incentives
  - c. Health care regulation
  - d. Complimentary services (day care)
2. Access/Awareness of Programs
  - a. Providing Communication/Knowledge/Education to improve disconnect of services
  - b. Encourage collaboration between providers and services to decrease duplication
3. Shortage of Health Care Professionals
  - a. Early education of health care careers
  - b. High School and College Guidance Counseling
  - c. Retention tactics -broader than wage

#### IV. THE JUSTICE SYSTEM

##### A. Countywide Assets

1. The Resolution Center/small claims mediation
2. Care House
3. Turning Point
4. Work Release Program of the Macomb County Sheriffs Department
5. Macomb County Bar Association/Foundation
6. Police Liaisons/DARE
7. Public Safety-Police and Fire Protection
8. Restorative Justice initiatives
9. The willingness of judges serving on the District and Circuit Court benches to initiate and deliver innovative programs for victims, offenders, and the community.
10. The Macomb County Youth Home. The extreme dedication of the staff and administration working at the youth home is remarkable
11. The willingness of law enforcement to cooperate with one another and share resources. (i.e., Warren Helicopter, County SWAT, COMET, Selfridge, Detroit Arsenal).
12. Extensive legal services available
13. Law enforcement and court system that is truly passionate about what they do in improving the community
14. Macomb Community College's criminal justice system

##### B. Countywide Issues/Problems

1. Overcrowded System
  - a. Too many cases
  - b. Overcrowding- This system is simply "overcrowded" (high caseload), particularly once cases reach "disposition". Whether it be a lack of space in the jail, lack of services to victims/offenders, or assistance in recovering money from judgments there is simply too many matters to effectively deal with all the issues facing the system.
  - c. A pattern of behavior that results in repeat offenders
2. Lack of effective communication for participants in the system
3. Disposition does not equate to resolution
  - a. Narrowing of the separation of powers between the legislative and judicial branch



4. Lack of uniformity in the judicial structure
  - a. Physical Court (district v municipal court inequities)
  - b. Sentencing
5. Public Education/Lack of Access
  - a. The average citizen does not have the wherewithal or the funds to sufficiently defend themselves in criminal and civil matters.
  - b. There are too many misconceptions about the court system that confuse and disenfranchise people, which ultimately lead to negative perceptions about the system.
  - c. Proactive education needs to start in the school system to teach youth about the consequences of crimes and their rights.
6. Funding--Adequate funding is critical to delivering the necessary services (police/fire, courts, prosecutors, jail, non-profits) to administer the justice system.
7. The degradation of home values and family stability resulting in a negative juvenile pattern of behavior.

#### C. Future Vision

Achieve proper access and resolution for all participants through effective, financially efficient and uniform services, education, and communication.

#### D. Action Plan

1. Specific training for those who serve the legal system
  - a. Require all judges, attorneys, police and support staff to attend 40 hours of annual training addressing concerns of victims, children and those impacted by the legal system.
  - b. Integrated annual conference among legal and law enforcement personnel to discuss and share current issues and concerns.
2. Educate electorate about judges
  - a. Bar Association sponsored debates
  - b. Court open houses
  - c. Bench community conferences
  - d. Campaign finance reform
3. Resources for victims and children
  - a. Permanent funding by the county for support services
  - b. Encourage established organizations, such as Child Help USA to locate in the county.
  - c. Community Outreach Program

4. Encourage a multidisciplinary approach for providing support services
5. Prevention
  - a. Address prevention in schools at all levels
  - b. Provide Parenting Education
6. Reduce cost of justice system while enhancing community
  - a. By using prison labor for community enhancement
  - b. Make criminals pay the bills

E. Top Three Issues

1. Funding. Adequate funding is critical to delivering the necessary services (police/fire, courts, prosecutors, jail, non-profits) to administer the justice system.
2. Overcrowding. This system is simply "overcrowded" (high caseload), particularly when cases reach "disposition". Whether it be a lack of space in the jail, lack of services to victims/offenders, or assistance in recovering money from judgments there is simply too many matters to effectively deal with all the issues facing the system.
3. Public Education/Lack of Access. The average citizen does not have the wherewithal or the funds to sufficiently defend themselves in criminal and civil matters. Also, there are too many misconceptions about the court system that confuse and disenfranchise people, which ultimately lead to negative perceptions about the system.

V. THE ENVIRONMENT

A. Countywide Assets

1. Lake St. Clair -water resources
2. Clinton River watershed
3. Good soils for diverse production
4. Operating farms -agricultural resources and PDR for land preservation
5. Diverse mix of land uses within county
6. Brownfield redevelopment activities
7. Green spaces -HCMA and community parks
8. Fresh water supply
9. Water Treatment Plant
10. Balance of urban and farming
11. Wetlands
12. Landfill
13. Sense of Community
14. County and Government Program



- a. MSU Extension
- b. Recycling effort
- c. County government providing resources for environmental issues
- d. Growth-Developed and Undeveloped land
- e. Water protection laws

#### B. Countywide Issues/Problems

1. Lack of the "big picture". Lack of coordinated vision/planning at county government level for environmental issues. Urban Sprawl/Unplanned growth.
2. Water Quality
  - a. Storm-water runoff/management (CSO's, SSO's)--water pollution.
  - b. Sewers, CSO's, SSO's
  - c. Septic systems
3. Aging infrastructure
4. Waste management-lack of recycling and no consistency throughout county; bringing trash in from Canada
5. Lack of resident's awareness about environmental issues. Environmental education not a priority and no process at county level
6. Lack of understanding/awareness of incentives to redevelop Brownfield sites in established communities, not promoting Brownfield development
7. Tax assessment and zoning to preserve county diversity and preservation
8. Legislative obstacles at state level that negatively impact environmental issues (no user/impact fees; no coordinated planning; no PDR; no NPDES permit fees)
9. Reduction of Wetlands
10. Selling of agricultural land/Farming industry becoming extinct
11. Expansion leaving low-income families behind (natural migration?)
12. Roadways are overstretched

#### C. Future Vision

We envision all communities and organization working together to provide a clean, safe, and healthy environment for all residents of and visitors to Macomb County.

#### D. Action Plan

Realizing that most environmental issues/problems do not exist independently but impact on another, our group found that most of the "wish list" were broad, countywide items that would need to be addressed across all communities.

1. Change laws to allow land banking or TDR
2. Develop an Environmental education program. Preserve environment and green space. Educate on waterways and wetlands.
3. Create a Countywide Master Plan
4. Amend state laws to assess property at rates consistent with current use

5. Increase efforts to promote Brownfield Redevelopment Authorities, meaning more activity via this program
6. Change laws regarding Canadian trash
7. Increase funding and resources
8. Impose stricter regulations on wetland development
9. Develop incentives to keep farmers farming, protect the lakes, motivate businesses and residents to protect water systems and reduce waste pollution, keep water quality as a top priority, and work more environmentally friendly.
10. Increase public awareness with public announcements regarding hazards and proper disposal practices.
11. Ensure accessibility to disposal locations.

E. Top Three Issues

1. Lack of coordinated vision and planning at county level for environmental issues (waste management growth development, public transportation). Planning stage-Develop strategic vision and include coordination with State, adjacent Counties, and Municipalities.
2. Train population and increase awareness. Create programs for school-age children. Develop public service messages to increase awareness.
3. Create locations that are easily accessible to handle waste (Fire Stations?). Disposal facility hours of operation need to accommodate 24/7.

## VI. EDUCATION

A. Countywide Assets

1. Unparalleled Community Support for Quality Education
2. Provides the opportunity for the community to participate in a life-long learning experience.
3. Strong collaborative effort across the entire educational system
  - a. Strong Leadership and Vision
  - b. Consortiums
  - c. Dual Enrollment and Articulation
4. Quality/Certified Teachers/Staff
5. K-12 Education
  - a. Public Schools
  - b. Charter/Private Schools
  - c. Math and Science Centers/Instructional Resource Centers
  - d. Vocational Training Centers (e.g. Pankow, Fitz Tech)



6. Strong/Active Intermediate School District
  - a. Educator/teacher recruitment and professional development
  - b. Pre-Schools
  - c. Special Education
  - d. MISD and the services they offer compared with other ISDS throughout the State
7. Higher Education--Post Secondary Education
  - a. Macomb Community College, MCC Workforce Development, M-TEC, University Center, Gateway Centers, Fire Training Center
  - b. Other Colleges/Education Providers: Davenport University, Baker College, MSU Extension
  - c. Strategic partnership between industry and educational institutions
8. Workforce Development Board/Michigan Works!
9. Variety of Education Opportunities
  - a. Alternative K- 12 Opportunities
  - b. Dual Enrollment Opportunities
  - c. Expansion of Online Opportunities
  - d. 19 of 21 School Districts Offer School Choice
10. Program growth--strong public school system

**B. Countywide Issues/Problems**

1. Global Preparedness
  - a. Achievement in Core Subjects
  - b. Cultural Knowledge
  - c. Retention of college graduates in the region.
  - d. Low educational attainment (71% do not hold degrees of Associates or higher).
2. Decreased Funding
  - a. Increased State and Federal Mandates
  - b. Maintaining Classes and Class Sizes
  - c. Financing and budget restraints
  - d. The cost of health care and retirement benefits
  - e. Lack of public advocacy to resolve the issues of underfunding
3. Increasing Social and Ethnic Diversity
  - a. Programming to accommodate student/family needs
4. Differences Between Districts within the County
  - a. Achievement of Standards
  - b. Available Programs
  - c. MEAP Scores
  - d. Achievement of State and Federal mandates
  - e. Meeting Parental Expectations

5. Schools not keeping up with a Rapidly Growing Community/Populace
  - a. Unequal Growth
  - b. Lack of Adequate Community Programming of New/Expanded Schools
  - c. Overcrowding of Classrooms/Growing Class sizes
  - d. Decline in students in southern Macomb
  - e. High speed of growth exceeds revenues necessary to sustain student achievement
6. Perception of the Quality of Macomb County Public Schools
  - a. Not Communicating the "Good Word" to the Community (i.e. Selfridge ANGB)
  - b. Not getting the word out regarding educational assets and ways to support them
  - c. Not communicating problems or programs to parents/public
  - d. Media approach to communicating public education
7. Districts
  - a. Redundancy of services from district to district. How to make better use of resources?

C. Future Vision

1. Comprehensive communication System to Educate/Disseminate Information and Increase Community Awareness
2. Overarching County Educational System/Organization
  - a. Increase Countywide Cooperation Between Districts and market (K-12 and post-secondary)
  - b. Technology Driven
  - c. Non-traditional Scheduling
3. Free Higher Education/Training
  - a. Undergraduate
  - b. Postgraduate
  - c. Vocational/Technical Certifications
4. Global Preparedness

D. Action Plan

1. Meet Needs of Diverse Population
2. Significantly Reorganize the Orientation of the County Public School System
3. Establish a Countywide Comprehensive Joint Education Planning Commission
4. Develop a 365 Day a Year County Education Information System/Function/School District panel meetings with parents?
5. Increase County Taxes to Support Free Higher Education/Cultural Diversity
6. Ensure tax dollars are appropriated and allocated for the correct needs



7. Develop corporate sponsorships and partnering to maintain or increase funding levels
8. Community Awareness

E. Top Three issues

1. Major Funding Issues--decrease in funding with an increase in costs and public complacency
2. Migration North--overcrowding in the north, loss of students in the south
3. Workplace Readiness

## VII. CULTURAL DIVERSITY .OUR NEIGHBORS

A. Countywide Assets

1. Increasing trend of diversity in the county in the neighborhoods, schools and businesses
2. Regional location affords opportunity for cultural exposure/access to neighboring resources
3. Interfaith Center for Racial Justice, NAACP, Clinton Township Cultural Diversity committee, religious/spiritual communities and advocacy organizations such as NCCJ, Hispanic Coalition, etc. Public library system as resource for diversity tools.
4. Some corporations/businesses are proactively supportive of diversity initiatives and training
5. Schools and educational community proactively focusing on developing strong individual personal characteristics along with diversity issues
6. Opportunities for many culturally diverse activities- stores, restaurants, churches, groups
7. Leadership Macomb allows for open discussion of this issue (we like it as the last session!)
8. Changing population creates opportunities

B. Countywide Issues/Problems

1. Image of Macomb County
2. Segregation exists in many communities
3. Lack of education/awareness of diversity
4. No master/strategic plan exists to address diversity issues/concerns at the statewide/county level
5. Changing population creates challenges
6. Lack of legal services and protections for some groups
7. Transportation issues to get to jobs/services
8. Funding and protection for aging and disabled populations
9. Non-English speaking people/families are on the rise
10. Educational initiatives on diversity may not have been enough up to now - need more

11. Development/housing opportunities are limited in southern end of the county due to lack of land availability
12. Some corporations/businesses cannot afford diversity training so their workforce is not being educated
13. Religious/spiritual community may be non-supportive of certain diversity groups

C. Future Vision

One community, all peoples the many faces of Macomb County.

D. Action plan

1. Bring business, government and community together to develop a strategic plan to create a culturally diverse community
  - a. Conference at college
  - b. Metro Detroit regional representation (Leaders without Borders)
  - c. Develop a media campaign
  - d. Corporate underwriting for diversity training
2. Strategic plan on diversity at the county level
3. Parallel initiatives
  - a. Inventory and assessment of diversity oriented organizations to explore possible collaborations
  - b. Mobilize grassroots organizations to showcase diversity issues and influence county leadership
  - c. Multi-media public relation campaign to highlight efforts to transform Macomb's image involve youth
  - d. Mandate cultural diversity as part of core curriculum at MISD, local school districts and MCC

E. Top Three Issues

1. Lack of diversity at all levels of county government (hierarchy)
2. Lack of training/education/understanding of different cultures in Macomb
3. Perception of Macomb County as not being sensitive to diverse groups

## VIII. GOVERNMENT

A. Countywide Assets

1. Growing Tax Base with a reasonable tax rate
2. Diverse
  - a. Population
  - b. Industry (Agriculture, Retail, Industrial, Medical)
  - c. Reuse of existing structure (ex. Selfridge ANGB, Brownfield Development, Tank Arsenal, etc)



3. Industrial Base
4. Jobs Available
5. Arts and Culture
  - a. Macomb Performing Arts Center
  - b. Freedom Hill
  - c. Mt. Clemens Art Center
6. Fresh Water
  - a. Recreation
  - b. Health
7. Growth and growth potential
8. Selfridge attraction for Homeland Defense
9. Diverse commercial, industrial, and employment base

**B. Countywide Issues/Problems**

1. Tax Structure
  - a. Inequitable Distribution
    - (1) Aging vs. growth communities--population based
    - (2) Donor community to state
    - (3) State donor community to federal government
  - b. Local millage limited taxing ability
  - c. Legislative prohibitive
  - d. Lack of understanding/education of structure
2. Lack of County Master Plan
  - a. Land use legislation
  - b. Integrated development
  - c. Infrastructure aging or undeveloped
    - (1) Roads
    - (2) Sewer/water
    - (3) Lack of mass transit
    - (4) Negative perception of county
    - (5) Uncoordinated and uncontrolled growth
3. Legislation doesn't favor regional thinking
  - a. Regional thinking/coordination
  - b. Bureaucracy
  - c. Legislative Prohibitive
4. Lack of coordinated representation regarding future vision
  - a. Political turmoil
  - b. Lack of government credibility
  - c. Population not accurately represented
  - d. Too much government
5. Lack of business retention strategies

### C. Future Vision

A good bond rating and the commitment of government officials to a representative and efficient County Government.

### D. Action Plan

1. Institute strategic planning process at county level
  - a. Broad segment representation
    - (1) Builders, local communities, special interest, education, medical
    - (2) Involve Legislature (lobby for funding and support)
  - b. Communication/Education Campaign
    - (1) Improve county image
    - (2) Town Hall Meetings
    - (3) Promote "we" mentality (instead of individual communities)
  - c. Review Master Plan annually
2. Create County Central Think-Tank to facilitate...
  - a. Coordination between units
  - b. Legislative support/action
  - c. Funding for projects
  - d. Collaborative Problem Solving
  - e. Shared Services and Purchases
3. Technology enhancement
  - a. County wide radio
  - b. Internet access
4. Marketing Plan to improve County image and attract new business
  - a. Collaboration of municipalities and County to consolidate services to become more efficient.

### E. Top Three Issues

1. Tax Structure
  - a. Inequitable Distribution
    - (1) Aging vs. growth communities--population based
    - (2) Donor community to state
    - (3) State donor community to federal government
  - b. Local millage limited taxing ability
  - c. Legislative prohibitive
  - d. Lack of understanding/education of structure
2. Lack of County Master Plan
  - a. Land use legislation
  - b. Integrated development
  - c. Infrastructure aging or undeveloped



- (1) Roads
- (2) Sewer/water
- (3) Lack of mass transit
- d. Negative perception of county
- 3. Legislation doesn't favor regional thinking...do we have the right form of government? (County Executive versus the Board of Commissioners?)
  - a. Regional thinking/coordination
  - b. Bureaucracy
  - c. Legislative Prohibitive

## THE "TOP THREE" ISSUES...LM VI

The following "Top Three" Issues are from the class of Leadership Macomb VI (2002-2003):

### Issue 1: A Countywide Master Plan

- A. Issue: The County lacks coordinated visioning and planning within Macomb County.
- B. Statement of Problem: Macomb County lacks a vision and plan which results in:
  - 1. A fragmented and crisis-management approach to problem solving
  - 2. Lost opportunities for cost effective management of basic services (e.g. funding requests, salt removal, etc.)
  - 3. Uncoordinated development which fails to maximize scarce resources (e.g. land, water, tax revenue, people, etc)
- C. Future Resolved Vision: A community vision is created and transformed, through a collaborative effort, into a county plan which better optimizes county resources.
- D. Action Plan:
  - 1. Create a broad-based coalition, representative of all community groups, business leaders, cities, townships, and legislative to provide input to vision and plan.
  - 2. Create a "County Central Think Tank" to facilitate:
    - a. legislative support/action
    - b. coordination between units
    - c. funding for projects
    - d. a consortium of shared services
  - 3. Modify government structure of county to create/identify someone to lead the charge and ensure compliance with the plan (e.g. a recognized, credible, and authoritative leader with county interests in mind versus city/township interest).
  - 4. Benchmark other counties for "best in class" government structures, visions, and plans.
  - 5. Create a marketing and education plan to build collaboration/coalition and create a sense of ownership and commitment.
  - 6. Institute a strategic planning process at County level.
- E. Address to:
  - 1. Business Leaders
  - 2. Community based Leadership
  - 3. City/Township Leaders
  - 4. County Commissioners
  - 5. Community based coalition
- F. Method: Face-to-Face Meetings



- G. Timeline: As soon as possible
- H. Action Office: Leadership Macomb, Inc.

**Issue 2: Inability of infrastructure to meet current demands:**

Public Transportation

Roads

Water

Sewers

Telecommunications

**A. Statement of Problem**

1. How do we keep our infrastructure as current as possible?
2. Ability to accommodate all residents/guests of the county?
3. How do we positively address current/anticipated infrastructure needs/requirements?

**B. Future Resolved Vision**

The capacity of the current and future infrastructure matches the need of the development.

**C. Action Plan**

1. Introduce this/these issues to the county commissioners
2. Insure county representation at forums/organizations responsible for infrastructure initiatives
3. Insure communication between the county and the encompassed cities and townships to facilitate common understanding of concerns
4. Initiate a dialogue with existing county representatives to discern what barriers they have encountered relative to these issues
5. Developments requiring county services must receive a signoff that development needs are consistent with the county master plan
6. Develop an integrated planning/building process keyed off of the county master plan
7. Public Transportation - Explore county business joint ventures to address transportation needs
8. Engage and partner auto company representatives to support a mass transit initiative
9. Incentives for drivers to encourage car pooling/use of public transportation
10. Commission a feasibility study to ascertain the desire/need for mass transit

**D. How will this improve the image of the county?**

1. We would be viewed as a "forward thinking" county
2. Immediate availability of infrastructure would make us a "County/destination of choice" resulting in:

- a. Higher level mix of industry
  - b. Enhanced growth
  - c. Enhanced image
  - d. Increased tax revenues
- E. Address to:
  - 1. County Commissioners
  - 2. SEMCOG
  - 3. City/Township Mayors/Leaders
- F. Method:
 

Convene an educational forum of Leadership Macomb representatives and the constituencies identified above, including a multimedia presentation.
- G. Timeline:
  - 1. Start ASAP, contingent upon developing a comprehensive/formalized presentation and maximizing inclusion of decision makers.
  - 2. Timeline (completion) 20 years
- H. Action Office: Leadership Macomb, Inc.

### Issue 3: Health Care Funding

- A. Statement of Problem: Funding affordable health services for the residents of Macomb County.
- B. Future resolved vision:
  - 1. Lower costs at hospitals
  - 2. More appropriate use of services (clinic vs. emergency room)
  - 3. Health care providers would be able to compete better with out-of-county providers
  - 4. Employers would have competitive health care costs
  - 5. Access for consumers would be improved
- C. Action Plan:
  - 1. Cooperation between providers
    - a. Hospitals rotate hosting clinics (walk-in, pay)
    - b. Improve public transportation
  - 2. Alternative forms of care
    - a. Improve public transportation
    - b. Potential shortage of health care providers
  - 3. Possibility of caps on litigation, insurance claims or required arbitration
  - 4. Consumer education at all age levels
    - a. Trained educators
    - b. Curriculum development
    - c. Develop uniform delivery systems
  - 5. Put incentives in place to encourage healthy living (provided by insurance companies)



6. Lobby with State and Federal elected officials and insurance companies for lower costs
  - a. Identify professionals to assist in the effort
7. Funding to track health care fraud
  - a. Provide funding to assist ongoing efforts
8. Cost constraints on health care providers
  - a. Self-policing care provide

**D. Address to:**

1. Health care interest groups: GDAHC, MHA, Consortiums
2. County Commissioner Chairperson
3. Insurance Association
4. Local AMA; AOA

**E. Method:**

1. Use audio/visual resources to prepare presentation
2. Personal presentations
3. Involve local media
4. Printed report (white paper)

**F. Timeline:**

1. Some can be done right away others may take up to two years.

**G. Action office:**

1. Human Services Coordinating Body (HSCB)
2. LM -H and HS group in LM Association

## THE "TOP THREE" ISSUES....LM VII

The class of Leadership Macomb VII chose to supplement the Legacy Report by specifically enumerating its top three overarching issues and action plans related to them as follows:

### Issue 1: Diversity

The county lacks understanding and respect for its diverse population.

- A. Statement of problem: Lack of leadership addressing the diversity issue.
  - 1. Not a priority
  - 2. Lack of awareness
  - 3. Lack of low cost education
  - 4. No central leadership in the county
  - 5. Lack of diverse representation in leadership roles
- B. Future Resolved Vision: Become a County/community that celebrates diversity.
- C. Action Plan
  - 1. Required training for all county officials
  - 2. Award contracts and funding to companies that support diversity
  - 3. Create a broad-based coalition of diversity groups
  - 4. Promote Macomb County Diversity Festival
- D. Improved Image  
County becomes more attractive to a broader group of individuals and businesses.
- E. Address to:
  - 1. Media
  - 2. Elected and appointed officials
  - 3. Business leaders
  - 4. Service organizations and community groups
- F. Method
  - 1. Make it an issue
  - 2. Countywide round table
  - 3. Find/recruit a leader
  - 4. Create awareness through community cable TV
- G. Timeline
  - 1. Send Legacy report to the media upon approval from the LM Board of Directors.
  - 2. Encourage LMVII participants to do something to promote diversity awareness at their workplace and in their community.
- H. Action Office
  - 1. LM Board of Directors
  - 2. Community groups
  - 3. Businesses
  - 4. Educational institutions
  - 5. Media



## Issue 2: Declining Education Funding

### A. Statement of Problem

As the state education funding decreases it is inevitable that the quality of education will decline locally.

1. Increasing class sizes
2. Larger school population
3. Number of programs and services are decreasing and are inequitable between the various districts in the County.

Additionally, the current tax structure affects the ability of school districts to increase their funding.

### B. Future Vision: A method of equalizing and stabilizing appropriate funding locally and statewide to accomplish consistent, high-quality education.

### C. Action Plan

1. Create opportunities and incentives for school districts to share resources, programs, and services.
2. Negotiate policies with district employees for sharing the cost of benefits (i.e., health care) to offset some expenses.
3. Promote business partnerships with local school districts for funding and/or in-kind services.
4. Examine the possibility of restructuring the current tax base.

### D. Addressed to:

1. Local and Intermediate School districts.
2. State Board of Education
3. State Representatives
4. County Commissioners
5. Constituents

### E. Method

1. Community Forums
2. General Public
3. Education Officials
4. Local
5. State

### F. Timeline

ASAP- The group collectively agreed that this type of issue will take time and effort; therefore there is no "quick fix".

### G. Action Office

1. Local Boards of Education
2. State Board of Education
3. Elected State and County Officials
4. LM Board of Directors

### Issue 3: Unmanaged Growth

- A. Statement of problem
  - 1. Growth in Macomb County is "lopsided"
  - 2. Northern "Boom"
  - 3. Southern "Bust"
- B. Uncoordinated development
  - 1. Infrastructure Duplication
  - 2. Infrastructure goes unused
  - 3. Abandonment of South Urban Areas
- C. Creates Added Problems
  - 1. Pushes out Agricultural areas
  - 2. School Populations/use/funding
  - 3. Diversity Issues
  - 4. More competition for ever decreasing dollars
  - 5. Environmental Issues
- D. Future Resolved Vision: "Balanced", well-managed, demographic growth-best utilizing existing assets of the County.
- E. Action Plan
  - 1. Create Government policy at County level
  - 2. Need a County-wide Master Plan
  - 3. Need buy-in from local governments to form a broad-based coalition
  - 4. Develop incentives to re-use existing infrastructure/facilities
  - 5. Involve the State to help support and resource
  - 6. Develop public/private alliances to re-develop "inter-ring" and/or older communities such as Roseville, Eastpointe, St. Clair Shores, Warren, and Mt. Clemens
- F. Address to:
  - 1. County Commissioners
  - 2. Community Representatives (City, Township, Local, State, etc)
  - 3. Michigan Suburban Alliance
  - 4. SEMCOG
  - 5. Developers
- G. Method
  - 1. Direct, face-to-face contact
  - 2. Get on the County Commissioners Agenda
  - 3. Market all Civic Organizations
  - 4. Grass Roots effort
  - 5. Leadership Macomb Class Presentations to County Commissioner(s)
- H. Timeline: Now
- I. Action Office: LM Board of Directors



## Dialogue about County Reorganization...A Public Policy Issue

In addition to the development of their Top Three Issues, LM VII also spent the afternoon brainstorming with Nancy White, Chairperson of the County Board of Commissioners and offered the following inputs on the structure of Macomb County Government based on questions posed by Marilyn Rudzinski, Director, MSU Extension:

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### Benefits to Re-organize County Government:

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- |  |  |
|--|--|
| *One Voice, One Vision                                   | *Change discussion will bring new ideas and creative direction                                 |
| *Greater statute w/other counties                        | *Heightens County clout  |
| *Centralize authority, able to run day to day operations | *Better representation in Lansing, metro area and with business and other levels of government |
| *Streamlined decision making                             | *Move faster   |
| *Once voice to represent County                          | *More efficient  |
| *Promote diversity                                       | *Identifiable Leader/Vision  |
| *Improved Representation                                 |  |
| *Improve Direction – LEADERSHIP                          |  |
| *County Vision vs. District                              |  |
| *Flexibility (Latitude)                                  |  |
| *More simplified, less cumbersome, (too many voices)     |  |
| *Higher efficiency                                       |  |
| *Higher accountability/more local control                |  |

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### Criteria to Evaluate County Government Success:

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- |  |   |
|--|---|
| *Business Growth                             | *Feedback from future Leadership Macomb graduates |
| *Recognition from other government agencies  | *The ability to locally affect change             |
| *Addressing the needs of the people          | *Younger population come to Macomb                |
| *Growth of County                            | *Voter turnout                                    |
| *How long it takes to get things done        | *Streamlined decision-making?                     |
| *Benchmarks with evaluations                 | *Cost/benefit                                     |
| *Monitor Cost                                | *Increase Federal/State Dollars                   |
| *Grant \$\$\$-Allocation from State/Fed.     | *Vision/Direction                                 |
| *Effective government successful             |   |
| *In-Migration                                |   |
| *Quality/Quantity of Services per Tax Dollar |   |
| *Results of customer satisfaction surveys    |   |
| *Timeliness                                  |   |
| *Open Communication                          |   |

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### How to Engage Citizens in the Process:

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- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>*Public Forums/Town Hall Meetings</li><li>*Utilize Media</li><li>*Targeted Presentations</li><li>*Educate Young Voters</li><li>*Media, Town Meetings, Door to Door, Churches, Civic Organizations</li><li>*Comprehensive Marketing Program</li><li>*P.A. Channels</li><li>*Local Mayors</li><li>*Use all media (local)</li><li>*Include foreign languages</li><li>*County meetings – forums, discussions...</li></ul> | <ul style="list-style-type: none"><li>*Media (Cable TV, Newspapers, etc.)</li><li>*Influence Board Members</li><li>*Report Card of Factors</li><li>*Town Hall Meeting</li></ul> |
|---|---|

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### Information Needed to Make an Informed Decision:

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- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>*Proactively address and \$\$\$\$ issue</li><li>*Proactively present office of County executive</li><li>*Propose New Organizational chart</li><li>*"Force" existing Commissioners to declare position</li><li>*Cost of Reorganizations</li><li>*Success/Models</li><li>*What happens if it doesn't work?</li><li>*Final Structure District</li><li>*How do we get input into the charter?</li><li>*Research confidence</li><li>*Compare Old vs New Organizational</li></ul> | <ul style="list-style-type: none"><li>Structure, Compare Dollars, Old vs New</li><li>*Cost analysis</li><li>*Comparison to adjacent/like counties</li><li>*Historical Arguments</li><li>*Content of Charter Proposal – Authority</li><li>*Cost Benefit Analysis</li></ul> |
|---|---|

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THE VOTE: DO YOU FAVOR THE REORGANIZATION OF MACOMB COUNTY?

YES

24

NO

0

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## ACKNOWLEDGMENT

### Leadership Macomb Class Participants and Discussion Leaders

This combined report represents inputs from the following class participants and volunteer discussion leaders who all worked to make this product possible.

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One final note...any member that wishes to participate in further development of any of these Action Plans or the Legacy Report in general, please contact:

Leadership Macomb, Inc. at (586) 445-7127

The Leadership Macomb Operating Board would like to thank each and every one of you for your time and dedication in creating this document.